

**Child Support Advisory Board**  
**MINUTES**  
**November 20, 2003**

**Present**

1<sup>st</sup> District, George Gliaudys, Jr., Esq.  
2<sup>nd</sup> District, John Murrell  
3<sup>rd</sup> District, Lucy T. Eisenberg, Esq.  
3<sup>rd</sup> District, Betty Nordwind, Esq.  
4<sup>th</sup> District, Jean F. Cohen  
4<sup>th</sup> District, Maria Tortorelli  
5<sup>th</sup> District, Susan Speir  
5<sup>th</sup> District, Reginald Brass

Chief Information Office,  
Earl Bradley  
Children and Family Services,  
Patti Griffin  
Department of Public Social Services  
Rosie Ruiz  
Child Support Services Department,  
Philip Browning  
Superior Court, David Jetton

**Absent**

1<sup>st</sup> District, Jane Preece, Esq.  
2<sup>nd</sup> District, Paula G. Leftwich  
  
CA Department of Child Support Services,  
Nancy Stone  
Franchise Tax Board, Debbie Strong

**Guests**

Steven Golightly, CSSD  
Lori Cruz, CSSD  
Wayne Doss, CSSD  
Gail Juiliano, CSSD  
Carol Mentell, CSSD

Manuel Moreno, Ph.D., CAO  
Vandana Joshi, Ph.D., CAO  
Halil Toros, Ph.D., CAO  
Lawrence Hill, SEIU Local 660  
Tanya Akel, SEIU Local 660

**Staff Support**

Lee Millen, Board of Supervisors  
Peter Papadakis, Board of Supervisors

**CALL TO ORDER**

*Chairperson Eisenberg* called the meeting to order at 9:40 a.m. A self introduction followed.

**APPROVE MINUTES OF OCTOBER 16, 2003**

Following discussion, on motion of Member Speir, seconded by Member Browning and unanimously carried, the minutes of October 16, 2003 were approved.

**DIRECTOR'S REPORT:**

*Philip Browning, Director, CSSD, reported the following:*

- The Allocation Committee has been established by the state legislature to look at the equities among the counties and how funding has been distributed to CSSD agencies. Los Angeles County CSSD and 14 other agencies are represented on the Committee, as is Member Nordwind and union members. As a result of this process, the CAO's office was asked to look at the relationship between allocation and performance. Only San Bernardino County has more cases per worker than Los Angeles County and both counties have had the worst performance record in the state. However, through the CSI efforts the CSSD has improved performance in the last three months to over 40%; October 2003 was above 43% which outpaced San Bernardino, Riverside and San Diego counties.

Mr. Browning introduced Manuel Moreno, Ph.D., Halil Toros, Ph.D., and Vandana Joshi, Ph.D., who presented a statistical analysis of funding and performance measures (copy on file). The analysis showed that funding has a stronger impact on current collections relative to other performance measures; higher allocations improve the current collection rate for under funded counties, allocation is only one of the many factors that explains the performance measures, and low funded counties face greater economic barriers which hinder their ability to perform better. Therefore, they need additional funding to improve their performance.

Ms. Leora Gershenzon, DCSS, explained that a similar state study found that there were not significant relationships between funding and performance, and that Los Angeles County is performing well below their allocation.

Chairperson Eisenberg requested whether the CSAB needs further discussion on the statistical reports and/or instead further in-depth discussions of the Committee's work in progress. Member Nordwind advised that the state budget staff have indicated that the CSSD agencies have to show that the program is successful and is a revenue generator, and monies will not be taken from counties that are performing well.

Tanya Akel, SEIU Local 660, advised that the top priority for CSAB should be advocating increased funding to ensure that the CSSD continue improving its performance and serving its clients. Member Browning concurred that state legislators need to know that Los Angeles County is a revenue generator; last year, if one includes the federal match, the CSSD generated a \$30 million profit. If case load were considered, an additional \$38 million would be given to Los Angeles County which would provide 1000 more staff. Ms. Gershenzon agreed that educating the new administration and state legislators is critical and needs to happen immediately; the budget shortfall is of grave concern to all.

Following discussion, Member Tortorelli motioned, seconded by Member Cohen and unanimously carried that the CSSD draft a letter to the state regarding maintaining funding in the area of child support based on the fact that it is a revenue generator program and supports families. Member Tortorelli agreed to an amendment by Member

Cohen that individual members receive copies of the letter to forward as private citizens to their respective elected officials.

Following further discussion, Member Tortorelli requested that the letter include the signature of Member Browning and Chairperson Eisenberg. The motion as amended was approved unanimously. Also, it was agreed that Members will be forwarded a draft for review and comment, and that within 10 days, unless there is strong opposition, the letter would be mailed out to interested parties in the state. Further, it was agreed that this issue will be discussed at the next CSAB meeting.

Julie Paik, Deputy Director, CSSD, distributed The Next Frontier, Business Process Redesign (BPR) [copy on file]. The BPR's objective is to pilot a new case processing system which emphasizes proaction and customer service, and improves departmental performance. The case processing system has yet to be determined, however, the minimum duration of the pilot will be one year. At the end of the year, the Pilot will be reviewed to determine its success and areas of improvement; it will be compared to other jurisdictions. Phase I documents current business processes, Phase II crafts the ideal plan and Phase III would include implementation and Monitoring. After evaluating different potential sites, the Encino office was chosen based on its capacity to take on a new project. Also, a timeline was briefly explained and it was noted that the BPR process was initiated in November 2003.

Following discussion, Ms. Paik responded that a BPR report will be presented to the CSAB in three months, and the services of a BPR consultant is estimated to cost \$25,000. In response to Vice Chair Speir, Member Browning advised that the BPR was initiated after consulting with David Janssen, CAO, and the DCSS; the state advised that it was not prepared to respond to the CSSD's proposed BPR. Advice from the CSAB and DCSS is welcomed. Further, the proposed consultant, who has successfully assisted other agencies, is needed in that the state and the county do not have a BPR specialist to assist the CSSD.

Discussion ensued and recommendations followed. However, Member Nordwind withdrew her initial motion. Following further discussion, Member Nordwind motioned, seconded by Vice Chair Speir and duly carried (Chairperson Eisenberg abstained) that the CSSD meet and attempt to obtain approval of the BPR from the DCSS by the next CSAB meeting, and that the DCSS and CSSD report back to the CSAB in December 2003 regarding concerns.

Member Nordwind motioned, seconded by Vice Chair Speir and unanimously carried that Ms. Paik present a BPR status report to the CSAB within 90 days.

Following further discussion, Member Nordwind withdrew her third motion.

Ms. Paik noted that Ms. Cruz and Mr. Golightly will assume her duties while she is assigned full time for one year to the BPR pilot.

### **PUBLIC COMMENT**

Tamara Murray, CP, remarked that the CSSD's purpose is to assist families, however, there are instances when families have not received adequate assistance. Ms. Murray asked for a more vigorous enforcement of child support.

### **REPORT ON INVESTIGATION OF LAST MONTH'S PUBLIC COMMENT CASE (Tamara Murray)**

Chairperson Eisenberg explained the process used for public comment: (1) advance notice will be provided to CSSD staff whenever possible; (2) following the meeting, a summary of the complaint will be shared with the presenter to ensure all issues are addressed; and (3) a case investigation will be initiated and staff will share the report with the presenter's advocate, or an advocate will be provided to act on behalf of the complainant.

James Maher, HCSO, Ombudsperson Unit, CSSD, provided a summary report (copy on file) of issues presented previously by Ms. Murray: #1 – Derogatory comments: Personnel action was taken in response to inappropriate comments; #2 – Child support obligation amounts: The court transcript shows that Commissioner Lee arrived at a guideline average income amount per month based on an average earned income per month, including unemployment insurance benefits income received for the remaining four months; #3 – An excess of monies distributed to DPSS from her support cases: CSSD legal staff disagreed with the contention that only welfare monies expended for two of the children in the assistance unit should be counted in calculating the UAP in her 4A welfare case. Nancy Stone, DCSS, concurred, and DPSS provided CSSD with an updated UAP Audit dated 11/19/03, verifying a remaining UAP balance of \$15,926.99, as well as a memo verifying that UAP amount and rescinding an earlier notice that the CP was entitled to receive \$6,962.25 in allegedly overpaid monies to DPSS; #4 – CSSD audits of cases: All concerns were addressed with the CP and no changes were found to be warranted; and #5 – Dissatisfaction with timeliness and extent of enforcement: Over \$22 thousand has been collected on these cases via several collection methods and all appropriate enforcement remedies are in place. Also, a new employer has been verified and a new wage assignment has been forwarded to the employer.

Chairperson Eisenberg commended Mr. Maher on his succinct and informative response.

In response to Member Nordwind, Ms. Gershenzon will e-mail a response to Member Nordwind regarding the state's inability to reschedule a state hearing that Ms. Murray had requested. Member Nordwind will report back at the next CSAB meeting.

### **REVIEW AND DISCUSS MONTHLY REPORTS/PERFORMANCE MEASURES**

This item was deferred to the next CSAB meeting.

### **REPORT ON NEW PROCESS FOR OBTAINING COURT ORDERS**

This item was deferred to the next CSAB meeting.

### **DISCUSSION REGARDING LOGGING SYSTEMIC ISSUES THAT ARE IDENTIFIED FROM VARIOUS SOURCES AND MONITORING THE DEPARTMENT'S RESPONSE**

This item was deferred to the next CSAB meeting.

### **UPDATE ON THE ISSUE RELATING TO UNBORN CHILDREN**

This item was deferred to the next CSAB meeting.

### **REPORT ON DCSS ISSUES, INCLUDING THE NUMBER AND OUTCOME OF CASES THAT GO TO STATE HEARING FROM LOS ANGELES COUNTY**

Leora Gershenzon distributed a statistical report on state hearing decisions as of November 17, 2003 (copy on file). There were a total of 976 decisions processed, and CP and NCP complaints constituted 43% and 57% respectively. Total decisions processed for Los Angeles County were 510 (40 abandonments) or 52.3% of the statewide decisions processed. Of the 470 cases heard, 48% were decided in favor of the complainant.

Three areas were identified that due to the frequency of occurrence the DCSS believes systemic issues exist: (1) Collection and Distribution – the LA LCSA is improperly applying child support received to multiple cases, receiving and distributing overpayments rather than refunding them to the obligor, and refunding money to the obligor rather than distributing the money collected to the obligee where child support is still owed; (2) Calculation of Arrears – the lack of timeliness by the LA LCSA to provide accurate audits to show how much child support has been paid and how much is still owed; and (3) UIFSA – the LA LCSA failed to reply to a responding state's request for additional information and failed to take action requested by the initiating jurisdiction.

Chairperson Eisenberg noted that the CSAB has focused on how to identify systemic issues and use them to improve case management. Steven Golightly, Chief Deputy Director, CSSD, has been asked to develop a procedure for integrating systemic issues as they are identified and monitoring these as they are corrected. It is anticipated that Mr. Golightly will be ready to report on this new procedure at the next CSAB meeting, including the incorporation into this procedure of information gleaned from state hearing decisions. Ms. Gershenzon noted that a significant issue identified by the state hearing process was corrected that will ensure that when a disregard payment is distributed to the CP, the UAP is reduced appropriately.

### **REPORT ON DPSS/CSSD INTERFACE MEETING**

Chairperson Eisenberg reported that a working group comprised of CSSD and DPSS staff has been created to look at the exchange of information among each department. Lisa Garrett, CSSD, has provided a summary of action items and timelines of the

November 19, 2003 working group meeting (copy on file). Mr. Golightly will report on this agenda item at the next CSAB meeting.

Following discussion on state hearings and whether state hearing totals include stipulations, Chairperson Eisenberg invited Members to attend the next Customer Service meeting scheduled on December 16, 2003.

### **ADJOURNMENT**

The meeting adjourned at 12:07 p.m.